NOVA SCOTIA
Sport and Recreation Commission

BUSINESS PLAN

NOVA SCOTIA SPORT and RECREATION COMMISSION

2003/04

January 17, 2003

Introduction

The Public Service Act (R.S., C. 376, 20 (2)) creates the Nova Scotia Sport and Recreation Commission with a broad mandate to enhance the quality of life of Nova Scotians through sport and recreation. Implicit in the Act is the recognition of the contribution of sport and recreation to health communities including personal health, social, economic and environmental benefits. It recognizes the important role of volunteer organizations and other local public agencies and mandates the Sport and Recreation to play a leadership role as a key partner alongside the wide variety of organizations that create recreation opportunities.

As the primary provincial agency responsible for sport and recreation, the commission plays a lead role in the coordination of efforts within and outside of government; the identification of dissemination of research, trends and information; the development of initiatives in response to issues affecting health and well-being, public safety in sport and recreation and other public policy issues such as quality and equitable opportunities to participate in sport and recreation.

The Sport and Recreation Commission provides direct support in the form of human and fiscal resources to enhance the capacity and effectiveness of local, municipal and provincial organizations to provide high quality, safe facilities and opportunities to participate in sport and recreation.

103-03710/

MISSION

The object and purpose of the Nova Scotia Sport and Recreation Commission is to enhance the quality of life of Nova Scotians through the development, encouragement, establishment, coordination, implementation and promotion of sport and recreational programs and services. (R.S., C. 376, 20)

Specifically, the areas in which it is critical for the Sport and Recreation Commission to achieve results in order to fulfill its mandate are:

- Leadership development in sport and recreation
- Equitable opportunities for participation in sport and recreation
- Facilities
- Safety
- Volunteerism in sport and recreation
- Effective volunteer and public organizations
- Coordination
- Awareness of health, social, economic and environmental benefits of sport and recreation
- Research and information
- Effective management

STRATEGIC GOALS

1. **Improve the availability, condition and sustainablity of recreation facilities in Nova Scotia.**
   Context: Appropriate number
   Accessible to all
   Safe, clean, well maintained
   Reasonably sustainable/consistent with available resources

2. **Increase the effectiveness of volunteer, municipal, and other public agencies which contribute to sport and recreation opportunities.**
   Context: Volunteers face high expectations
   Volunteer levels dropping
   Must manage effectively
   Many public agencies play a role in supporting sport and recreation

3. **Increase the number of qualified leaders in sport and recreation**
   Context: Volunteer leaders constantly shifting
   Challenge to maintain high quality/standards (volunteers and paid staff)
   Issues of liability and safety

4. **Improve coordination within government and among organizations which provide, support or contribute to sport and recreation**
   Context: Various Government agencies (Fed/Prov/Mun) contribute to sport and recreation
   Provincial and community volunteer organizations are key
   Can't afford duplication/overlap

5. **Improve the quality of experience for all Nova Scotians who participate or wish to participate in sport and recreation**
   Context: Maximum benefits
   Safe
   Participant satisfaction
   Inclusive
   Equitable opportunities

6. **Increase participation in active healthy lifestyle practices by all Nova Scotians.**
   Context: Physical activity levels of children and youth
   All Nova Scotians should have opportunities to participate in sport and recreation at a level consistent with their skills and interests.

7. **Increase awareness and commitment to the contribution of sport and recreation to health, social, environmental and economic well-being of Nova Scotia.**
   Context: The benefits of sport and recreation are well documented.

8. **Maintain a high level of commitment to continuously improving the quality of management functions with the Sport and Recreation Commission including client and public satisfaction fairness and equity in the distribution of resources, staff performance and morale, costs, cost effectiveness and, condition of finances.**
   Context: Issues identified by staff/partners

CORE BUSINESS AREAS

The Sport and Recreation Commission provides policies, programs and services in three core business areas, each designed to achieve one or more strategic goals:

- Development and support of recreation and sport organizations, public agencies and communities.

- Promotion and support of active healthy lifestyles.

- Quality, safe and equitable sport and recreation opportunities and experiences.

Development and Support of Recreation And Sport Organizations, Public Agencies, and Communities

Local and provincial volunteer organizations as well as Municipalities and other public agencies (eg CHB's) are key in providing sport and recreation opportunities for all Nova Scotians. These organizations face major challenges on an ongoing basis. Resources are limited while expectations, costs, liability concerns and other regulatory requirements continue to increase. These and other challenges, including normal attrition take a toll on volunteers. The Sport and Recreation Commission continues to play a key role as a development agency providing support in various forms including financial, advise and assistance, training and coordination.

Priorities:

1. **Volunteers in Sport and Recreation**
   Volunteers continue to be the cornerstone of sport and recreation opportunities in Nova Scotia. Recent studies have shown that volunteerism is declining in the face of increased challenges. Support to Volunteers will continue to be a priority in the form of staff consultation and advice, training and coordination.

2. **Facility Development**
   The availability, condition and sustainability of a wide range of recreation areas and facilities that is relevant to the needs and interests of all Nova Scotian's continues to be a priority. The Commission will continue to play a significant role in facility planning and development.

3. **Access to Schools**
   Schools provide a significant opportunity to increase participation in active healthy lifestyles. Increased access to schools can be a cost effective way to support community sport and recreation infrastructure. The Commission will work with Department of Education to implement a provincial Community Use of Schools Policy and will support the development of joint use/partnership agreements at the local level.

4. **An Effective Sport and Recreation System**
   Since the inception of the commission (Department) in 1973, a primary role was to support the development of an effective sport and recreation "system" consisting of an inter-related network of community and provincial volunteer organizations, municipalities and facilities. At the same time, it is recognized that many sport and recreation opportunities occur as the result of informal initiatives by communities and citizens who do not see themselves as part of a structured institution or "system".

   In 2003-04 the Commission will initiate the development of an evaluation process to better understand the effectiveness of the existing "system" of opportunities in sport and recreation and its potential for continued sustainability, in light of changing needs and interest, limited resources, changing role and relationships, and trends in volunteerism.

CORE BUSINESS AREA: **Development and Support of Recreation and Sport Organizations, Public Agencies and Communities**

Contributes to Goals

#1 Availability, condition and sustainability of facilities
#2 Effectiveness of volunteer, municipal and other public agencies
#3 Qualified leaders
#4 Coordination

Outcomes	Measure	Base Year 02/03	Target 03/04	Target 04/05	Strategies	Program/Services
Improved availability/ condition of facilities	-# of Projects supported by SRC -$ value of construction -# of trails on SRC's Public Data Base	TBA TBA 245		 400	-Provide financial assistance (capital) -Provide incentives for planning -Consultation	-RFD/CRCGP Programs -Planning Assistance Program -Staff support -RFD Program -Trail standard (trail develop manual -Staff support -Workshops -Coordinate Trail planning -Abandon Rail Policy
Improved sustainability of facilities	-# of Lifecycle plans supported by SRC	TBA	6	6	-Financial incentives -Education -Prof Consultation	-Planning Assistance Program -Staff support -Sponsor/support training programs -Facility audit program
Improved community access to schools	-# of schools with JU Agreements -% of School Boards with policies which comply with Provincial Policy -#after hours used by community	 0/7	 7/7		-Implement Provincial policy with DOE -Facilitate Joint Use Agreements	-Staff Support

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Outcomes	Measure	Base Year 02/03	Target 03/04	Target 04/05	Strategies	Program/Services
Quality of support to organizations	-# Consultations provided	TBA	Same	Same	-Advice/consultation -Education/training -Financial Support	-Staff support -Staff support training opportunities -Comm Dev Grant Prog -Sport Admin Centre -Provincial Organizations Block funding
Development of (new) organizations / partnerships	# of new organizations / coalitions / partnerships	TBA			-Advice/consultation/ coordination	-Staff support / facilitation (eg. structure / governance / strategic planning, etc)
Assessment of effectiveness of Sport and Recreation "system"	*see note				-PSO/PO block funding assessment criteria -Consultations/surveys -Municipalities -Research base line data/tracking re: volunteers in Sport and Recreation	-Implement and evaluation model TBA

*Support to Sport and Recreation "system" is a key CBA - an effective system is the obvious outcome. (1) The SRC needs to determine the criteria (measures) to define "effective". Eg. Public satisfaction, availability of opportunities, availability of qualified volunteers and leaders, sustainability, equity initiatives, geographic scope of organizations, etc. (2) Evaluation on 4 year cycles including PSO/PO Assessment Criteria, Municipal Recreation Survey, other volunteer organizations.

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Outcomes	Measure	Base Year 02/03	Target 03/04	Target 04/05	Strategies	Program/Services
Increase # of qualified leaders	-#of new certified coaches -#of new certified fitness leaders -#of outdoor leaders who complete training modules	453 (01/02) TBA 100 (01/02)	548* (10%/yr)	602 (10%/yr) 200	-Training/certification -Screening -Financial Incentives -Recognition -Practical Experience/ Staff support	-Nat Coaching Cert Program -NS Outdoor Lead Dev Prog -Vol Training Prog - RNS -Nat Sport Centre Atlantic -NS Fitness & Lifestyles Leadership Training Prog -Staff led workshops/ training -Coaching/officials assistance -Special Initiatives -Volunteer Week -Sport Awards -Sport Heritage -Canada Games Mission Staff
Improved coordination of resources and opportunities	#of partnerships	TBA			-Communication -Inter-agency participation on project committees -MOU's/ Joint Agreements / Contracts -Promote/Coordinate meetings/ partnerships	-Newsletters -WEB -Staff -Staff Intervention / Initiatives

Promotion and Support of Active Healthy Lifestyles

Increasing participation in active, healthy lifestyle practices is a goal of the Sport and Recreation Commission. The contribution of Sport and Recreation to personal health and wellness, as well as social, economic and environmental benefits is well documented. The previous Core Business Area is devoted to providing various types of support to the diverse system of organizations that provide opportunities for Nova Scotians to participate in activities of their choice.

Unfortunately, recent studies have shown that significant numbers of Nova Scotians are not active enough to obtain health benefits. This Core Business Area is focused on increasing active, healthy lifestyles through promotion and education as well as support for initiatives which create opportunities to participate.

Priorities

1. **Physical Activity Strategy**
   The Government of Nova Scotia has recently announced a strategy to promote physical activity among children and youth as part of an over-all campaign to promote health and wellness. This strategy consists of six inter-related components including an initiative to develop regional strategies to engage communities in promoting physical activity (*Active Communities*), pilot projects to bring schools and communities together to support physical activity (*Active School Communities*). All of these initiatives involve partnerships with other sectors - most notably health and education. The implementation of the Active Kids, Healthy Kids strategy will be a major priority for the next three years, involving staff and financial resources.

2. **Public Education**
   The Active Kids, Healthy Kids strategy includes a public education component, but resources to fully implement it are limited. In 2003-04, the commission will seek out partnerships to support the implementation of a substantial public education program on physical activity.

3. **Coordination With Other Strategies and Initiatives**
   The Sport and Recreation Commission is involved with a number of recent initiatives which involve or relate to physical activity or active healthy lifestyles as a determinant of health. The coordination of roles, responsibilities and resources with other initiatives including the Chronic Disease Prevention Strategy, Atlantic Wellness Initiative, Implementation of the Youth Justice Act and the Early Childhood Development Strategy will be a priority.

CORE BUSINESS AREA: **Promotion and Support of Active Healthy Lifestyles**

Contributes to Goals:
#6 Increase participation in active healthy lifestyle practices
#7 increase awareness and commitment to benefits of Sport and Recreation

Outcomes	Measure	Base Year 02/03	Target 03/04	Target 04/05	Strategies	Program/Services
Implement AK/HK Strategy	-#of strategy components implemented	n/a	-8 ASC pilots -6 regional plans -Active Community Environments Tour - 6 regions		-Implement AK/HK in partnership with other sectors - including Health and Education	-Active Community Environment Program -Active School Communities Program -Active Communities Program
Partnerships and resources in place to implement public education/awareness campaign	-Financial resources			$250,000	-Corporate support -Other government/NGO partners partners	-Staff
Increased opportunities to participate at activity levels of choice	-Size of complement Team NS -#of athletes supported -#new initiatives supported through CDG -#of new participants as result of special projects	TBA			-Support Canada Games -Financial Support to Athletes -Support Community Initiatives -Support Sport Development Initiatives	-Canada Games - Team NS -Elite Athlete Assistance Program -Community Development Grant Program -Special Initiatives

Quality, Safe and Equitable Sport and Recreation Opportunities and Experiences

Participation in Sport and Recreation is ultimately a personal experience. Continued participation and involvement is largely dependent on the satisfaction gained from that experience. The young boy or girl who is subjected to criticism from spectators or who does not feel safe with the leaders to whom they are entrusted or who does not share the same values and attitudes regarding competition and winning with the coach is unlikely to continue. The single parent may not be able to afford the cost of registration and other costs including travel. The teenage female who no longer wants to play on a co-ed hockey team may stop playing if there is no female team available or if ice time is only available after midnight. Young people may stop participating in a sport if there is no reasonable opportunities for them to participate at a level appropriate for their skills, aspirations and interests.

On the positive side, we know that sport and recreation can be a powerful force in peoples lives in their communities in so many ways - if it is a satisfying experience. This core business area represents a series of programs and activities designed to improve the quality of sport and recreation experience for all Nova Scotians.

Priorities

1. **Quality Programs**
   The commission will support initiatives which improve the quality of sport and recreation programs. Specifically the commission will support the "High Five" project to determine its feasibility to adapt to sport and recreation programs throughout the province.

2. **Gender Equity**
   Participation rates in sport and recreation are not the same for males and females. This is influenced by a number of factors including equitable access to sport and recreation opportunities. Increase its efforts to implement a previously developed Gender Equity Policy.

3. **Fair Play**
   The Sport and Recreation Commission will increase its efforts to implement a program of activities to promote values and ethics in sport and recreation.

4. **Facility Structural Safety Assessment**
   The commission will increase the implementation of the Provincial Arena Structural Safety Assessment program which it implemented in 2001-02.

5. **Citizen Satisfaction and Participant Rates**
   During the 2003-04 year the Commission will collect data pertaining to citizen satisfaction with sport and recreation opportunities as part of an initiative to assess the effectiveness of the sport and recreation system.

CORE BUSINESS AREA: Quality, Safe and Equitable Sport and Recreation Opportunities and Experiences

Contributes to Goals: #5 **Improve the quality of experience for all Nova Scotians who participate or wish to participate in Sport and Recreation**

Outcomes	Measure	Base Year 02/03	Target 03/04	Target 04/05	SRC Strategies / Best Practices	Program/Services
Improved quality of experience/ programs	-Project evaluation	N/A	N/A	N/A	-Pilot test quality programs -Focus on leadership -Focus on Values and Ethics -Focus on Cost	-High 5 Program
Improved Gender Equity re: participant rates and access to opportunities and resources	-%of M/F participation -%of PSO's with Gender Equity Policy -%of resources allocated to M/F programs	TBA			-Research - collect data -Implement Gender Equity policy -Criteria re: funding prov organizations	-TBA -Block Funding -AK/HK
Increased emphasis on values and ethics in Sport and Recreation	-# organizations with Fair Play policies				-Develop and Implement a Fair Play Policy -Link SRC support to Fair Play practices -Include Fair Play in AK/HK	-TBA -Financial Assistance programs -Active School Communities -Active Environments
Improved Public Safety	-%of arenas with Structural Safety Assessments	8/70	12/70	14/70	-Promote Facility Structural Safety Assessments -Promote Risk Management -Safe Swimming Opportunities -Implement Abuse and Harassment Policy	-Facility Structural Safety Assessment Program -Training Workshops -NS Beach Supervision Program -Kids Help Phone -CAYAC

BUDGET CONTEXT

Nova Scotia Sport and Recreation Commission - Estimated Budget Expenditures by Core Business		
	Forecast 2002\03 (Per 2003\04 Estimates Book)	Budget 2003\04 (Per 2003\04 Estimates Book)
	$ Millions	$Millions
Total Program Expenses - Gross Current	$6.5	$6.5
Net Program Expenses - Net of Recoveries	$6.3	$6.3
Salaries and Benefits (Gross)	$1.3	$1.4
Funded Staff (FTEs) (Net)	21.9	22.9